



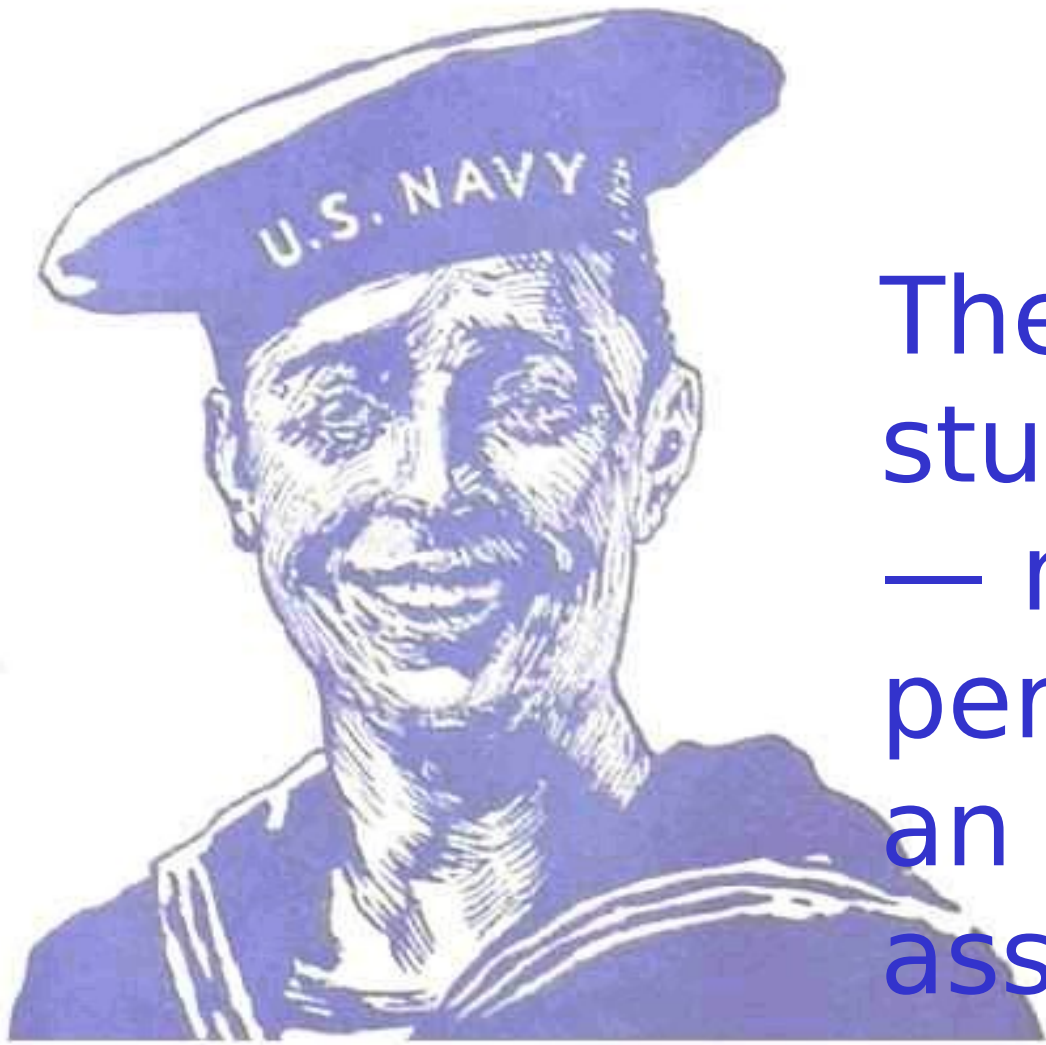
The Service for Training and Travel

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The classifier
study
— measuring the
performance of
an undervalued
asset

Gerald Cox, Ph.D.

The Center for Naval Analyses

Purpose of the study

Determine appropriate metrics for

- The entire classification system
- Individual MEPS
- Specific classifiers

Gain a better understanding of classification process

- How do classifiers reconcile competing goals?
- What drives classifier performance?
- What leverage do classifiers exert?

Approach

- Analyze data that link recruits, recruiters, & classifiers
- Observe classifications
 - Diverse MEPS
 - Different times of month
 - Various times of year
- Interview classifiers, administrators, & instructors
- Examine NORU syllabus
- Develop and vet metrics

Classifier's objectives

Classifiers' objectives

- Closing a contract
- Filling critical ratings
- Matching abilities and ratings
- Maintaining “DEP slope”
- Managing diversity
- Informing recruits of options
- Producing satisfied sailors
 - Limiting attrition

Many of these may be in conflict

The classifiers' tool kit

- Control of information
 - Available ratings
 - Possible ship dates
 - Other inducements
- Control of decision making order
 - Different sequences yield different results
- Enlistment incentives
- The DEP Action Request (DAR)
- Old fashioned people skills

What controls classifier

behavior?

Drivers

- Goals and identification of critical ratings
- Procedures taught in training
- Expectations of supervisors

Constraints

- Computer software
- The number and quality of recruits
- Time of month
- Time of year
- Economic environment

Preliminary findings

- Currently, metrics are not formalized
- Enlistment decisions are usually made
 - Quickly, and
 - With little information
- Classifiers exert substantial leverage
- EBs are less influential than expected
- The impact of classifiers obscures the effects of enlistment incentives

What the data will tell us

Simple descriptive statistics will yield many answers

- How are classifiers assigned to MEPS?
- What is the typical staffing at a MEPS?
 - How much variation among MEPS?
- How are candidates and classifiers matched?
- Do classifiers and recruiters “pair-up?”
- How does classifier productivity change with experience?
- etc....

What the data will tell us

Regression analysis will tell us

- How classifier characteristics affect accession
- If there are interactions among characteristics of candidates and classifiers (and recruiters)
- The “marginal effects” of explanatory variables
- If there are tradeoffs among objectives
 - High tech placements vs. QNEs?
 - Reclassifications in DEP vs. Reclassification at RTC, etc....
- If one can identify an “efficiency frontier”
 - Less efficient MEPS would be inside the frontier

Findings would be suggestive, not conclusive

Possible metrics

Metrics linked to classifiers' objectives

- Closing a contract
- Filling critical ratings
- Matching abilities and ratings
- Maintaining “DEP slope”
- Managing diversity
- Informing recruits of options
- Producing satisfied sailors
 - Limiting attrition



Questions?